

MA & MORLEY SCHOLARSHIP PROGRAM

2026 TRIENNIAL PROGRAM REVIEW

TERMS OF REFERENCE

The Ma & Morley Scholarship Program (the Program) is designed to be a transformative experience offered to students of the University of Newcastle with the aim of inspiring, educating and cultivating the next generation of globally aware and socially conscious Australian leaders. Established in 2017, the Program has been made possible by a US\$20 million philanthropic commitment by the Jack Ma Foundation.

In accordance with the Deed of Gift, and in order to foster continued growth and development, the Program must undertake a review every three years. The purpose of the review is to evaluate the quality of the Program and ensure that it is meeting its objectives and performance measures.

1. Review Panel Membership

- Chair: Deputy Vice-Chancellor, Engagement and Equity
- Advisory Committee Members:
 - Director, Pathways and Academic Learning Support
 - Executive Director (International), Jack Ma Foundation
 - Ma & Morley Ambassador
 - Senior Deputy Vice-Chancellor (Academic)
- with
 - the Morley family representative to undertake a review of the final draft report, including the commendations and recommendations
- Review Panel Coordination and Secretariat: Ruby Checkley, Digital Project Management Specialist, Future Students (Domestic)

2. Interviewees to Include, but not limited to:

- Ma & Morley Scholars and Ambassadors
- Representative/s from the Ma & Morley Scholarship Program Advisory Committee, who are not members of the Triennial Review Panel
- Ma & Morley Scholarship Program Coordinator and Officer
- Representative/s from the Wollotuka Institute
- Representative/s from Pathways and Academic Learning Support
- Member/s of the Morley family who regularly engages with the Program (eg: Judy Morley)

3. Terms of Reference

This triennial review will consider the following Terms of Reference. These terms may be reviewed and amended as necessary, pursuant to the Deed of Gift, for subsequent triennial reviews of the Program:

- a) **Objectives, intent, values and principles as per the Deed of Gift**
That the Program is meeting its objectives, intent, values and principles.
- b) **Scholarship Program Quality Assurance**
That the Program is well designed and that there are effective continuous improvement processes in place to ensure the ongoing quality and evolution of the Program.
- c) **Sustainability**
That the Program can continue to deliver its objectives, intent, values and principles within budget constraints and with appropriate support and resources over the life of the Gift.
- d) **Feedback**
That stakeholder feedback about the Program gleaned through formal and informal processes indicates high levels of satisfaction, and that the Program responds to feedback, and addresses issues raised.

That recommendations from the previous Triennial Review have been considered and implemented as appropriate.

e) Support and transition

That students are effectively supported throughout the Program.

f) Student Success

That the progression and retention rates of students in the Program is high.

g) Immersion Experience

That the Program's group Immersion experience is positively contributing to the Program's objectives and values.

h) Indigenisation

That the Program adequately supports Indigenous students and appropriately promotes Indigenous content and values.

i) Performance Measures

That the Program is meeting the basic performance measures, as well as additional measures as agreed by the Program's Advisory Committee, with consideration given but not limited to the following:

- i. The number of Scholarships awarded
- ii. The distribution of Scholarships awarded, including amongst gender and those entering the University by alternative pathways
- iii. The current and potential future value of Scholarships awarded
- iii. Whether Scholars are successfully meeting their academic requirements
- iv. The barriers that may prevent Scholars and Ambassadors engaging meaningfully with the Program while at University and post-graduation respectively
- iv. Whether the Program is executed effectively and in line with the performance measures
- v. Whether the Program is being appropriately resourced and governed
- vi. Whether the Program is being delivered within the agreed budget
- vii. Whether the promotion of, and recruitment into, the Program is appropriate

j) Growth and Future Opportunities

The identification of potential opportunities for future growth and development of the Program.

k) Impact of the Program

The work of The Centre for Impact & Change in preparing a 10-year Impact Report for the Program should be included in the Review. The intent of the Report, as the mid-point of the Program approaches, is to:

- Meaningfully showcase the Program's outcomes, guided by its core values of cultural respect, equity and justice, ethical entrepreneurship and environmental sustainability
- Demonstrate the transformational impact of the Program on individuals and communities
- Celebrate the Program's achievements
- Provide insights to inform the Program's future direction

The recommendations from the research completed in 2023 by the Centre of Excellence for Equity in Higher Education, into how the Ma & Morley Scholarship Program produces impact to contribute to the goal of creating globally aware and socially conscious leaders, should also be re-examined as part of the Review.

The above Terms of Reference should be considered in light of the preliminary review report and any supporting documentation supplied and sessions/interviews as detailed in the review.